



Department of Defense DIRECTIVE

NUMBER 3201.1

March 9, 1981

USDR&E

SUBJECT: Management of DoD Research and Development Laboratories

References: (a) Secretary of Defense memorandum, "DoD Laboratory Management,"
October 1, 1979 (hereby canceled)
(b) Report of the DoD Laboratory Management Task Force, July 1980¹

1. PURPOSE

This Directive:

1.1. Establishes policy and guidance for the management of DoD research and development (R&D) laboratories.

1.2. Assigns responsibilities for the management of DoD laboratories.

1.3. Establishes the DoD Laboratory Management Task Force (LMTF).

2. APPLICABILITY AND SCOPE

2.1. The provisions of this Directive apply to the Office of the Secretary of Defense (OSD) and Military Departments (hereafter jointly called "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. Its provisions encompass those elements that control and monitor the programs, personnel, and facilities of DoD in-house R&D laboratories.

¹ Available at the Office of the Deputy Under Secretary of Defense for Research and Engineering (Research and Advanced Technology).

3. DEFINITION

DoD Laboratories. Laboratories operated and managed by the Military Departments to conduct R&D and support acquisition.

4. POLICY

4.1. It is the policy of the Department of Defense to maintain technological excellence in its DoD laboratories, to provide leadership in the development and acquisition of needed military capabilities, and to ensure that DoD laboratories are properly supported and utilized.

4.2. This policy requires that R&D in-house laboratory management be provided with the responsibility, authority, and flexibility to manage DoD laboratories and technical programs through use of broad guidelines and within available resources to:

4.2.1. Build and maintain the technical vitality of the laboratories.

4.2.2. Stabilize laboratory personnel resources at levels adequate to handle assigned missions.

4.2.3. Provide modern facilities and equipment as appropriate to the laboratory missions.

4.2.4. Lessen unnecessary delays and restrictions in the acquisition process.

4.3. In this regard, the Department of Defense shall:

4.3.1. Undertake management initiatives to remove institutional barriers that impede the mission performance of the laboratories.

4.3.2. Maintain the high standards of DoD laboratory personnel by:

4.3.2.1. Recognizing that the most valuable resources of DoD laboratories are the capability, skill, and creativity of their personnel.

4.3.2.2. Reducing disruptive fluctuations in personnel requirements and grade-level distribution, providing challenging work, and offering meaningful incentives.

4.3.2.3. Providing for equal opportunity for development, training, promotion, recognition, and reward on the basis of performance and ability.

4.3.3. Upgrade the facilities and equipment of DoD laboratories by:

4.3.3.1. Removing, to the maximum extent possible, limitations of fiscal and accounting practice that constrain DoD laboratory modernization.

4.3.3.2. Promoting productivity, energy efficiency, and cost avoidance through policies that provide for modern facilities and equipment.

4.3.3.3. Basing equipment replacement on practices that recognize the rapid advances of technology and the facilities-limited nature of many areas of science and technology. Replacement practices shall recognize the business-venture nature of R&D activities.

4.3.4. Implement procedures to provide DoD laboratories with the authority and capability to make timely and efficient acquisitions.

5. RESPONSIBILITIES

5.1. The Under Secretary of Defense for Research and Engineering (USDR&E) shall:

5.1.1. Provide policy and guidance for the management of the DoD laboratories.

5.1.2. Be the focal point within OSD for the coordination of the actions, decisions, guidance, planning, and resource allocations of the various offices within OSD that impact upon the operations, conditions, and capabilities of DoD laboratories.

5.1.3. Ensure that the various OSD offices, in establishing policies and procedures, recognize the special roles, needs, and problems of DoD laboratories.

5.1.4. Review the recommendations of the DoD LMTF.

5.2. The Secretaries of the Military Departments shall:

5.2.1. Be responsible for the management and programs of their respective R&D laboratories.

5.2.2. Exercise discrimination at the Secretarial and Headquarters levels in establishing policies and procedures governing the most important resource of the laboratories, namely, their people.

5.2.3. Ensure that the laboratories develop and maintain a level of technological expertise and leadership that meets military requirements essential for national security.

5.2.4. Maintain a long-term management plan for their laboratories that is directly linked to Military Service requirements, research, development, test, and evaluation programs, and resource plans.

5.2.5. Conduct periodic evaluations to identify the constraints and impediments that hamper or handicap the operations and activities of the laboratories; to promote professionalism within the laboratories; to improve the quality and efficiency of their operation; and to improve their utilization.

5.2.6. Designate representatives to be members of the DoD LMTF.

5.3. The Deputy Under Secretary of Defense for Research and Engineering (Research and Advanced Technology) shall:

5.3.1. Chair the DoD LMTF.

5.3.2. Take action necessary to ensure the implementation of DoD LMTF recommendations to improve R&D programs and the management of DoD laboratories.

5.4. The DoD Laboratory Management Task Force shall:

5.4.1. Be composed, as appropriate, of members from the Offices of the USDR&E; the Assistant Secretaries of Defense (Manpower, Reserve Affairs, and Logistics) and (Comptroller); and the Military Department Secretaries. The Military Department Secretaries have the option to provide additional representation to the LMTF from the headquarters staff and the DoD laboratories.

5.4.2. Serve to promote timely communications among the various DoD Components and offices that participate in the formulation of policy, guidance, and resource allocations affecting the laboratories.

5.4.3. Support the coordination of policies, actions, and resource allocations that impact upon the laboratories.

5.4.4. Provide for the timely identification of major problems, issues, and constraints being experienced by the laboratories that deserve recognition and attention at the higher levels of the Department of Defense.

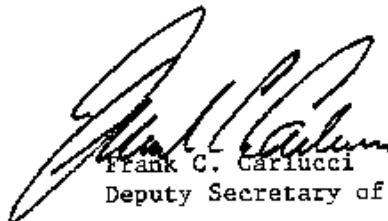
5.4.5. Make recommendations to the USDR&E for improvements in DoD R&D laboratories, for appropriate changes in policy or in the application of regulations, for assistance in obtaining legislative and Congressional support, and for the more efficient utilization of the laboratories.

5.4.6. Assess the collective contributions and performance of DoD laboratories to assure efficient and effective use of resources and responsiveness to technological needs.

5.4.7. Support the authority residing with the Military Departments for the day-to-day direction, management, and control of their laboratories.

6. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward one copy of implementing documents to the Under Secretary of Defense for Research and Engineering within 120 days.



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